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Rural Adjustment System.



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E R U R A L A D J U S T M E N T S Y S T E M



Study authorized by:

CHAIRMAN OF THE CONSERVATION AND UTILIZATION COMMITTEE,
DIRECTOR OF LANDS AND THE ASSISTANT DIRECTOR OF LANDS.

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PREFACE

In September of 1969, a study team was formed under the auspices of the Chairman of the Conservation and Utilization Committee, the Director of Lands and the Assistant Director of Lands. The study team's purpose was to examine Rural Adjustment problems and in particular, Rural Adjustment problems directly related to physical resource adjustment. The objective of the study team was to design a system that would facilitate the assistance of Rural Adjustment. The team was composed of both permanent and non-permanent members of the following Departments and Agencies: Alberta Department of Agriculture, ARDA Regional Resource Co-ordinators, Alberta Department of Education, Alberta Department of Lands and Forests and Alberta Department of Social Development.

The original terms of reference of the study team were to examine the procedures involved in land adjustment in areas where Farm Adjustment Committees are in effect. Preliminary examination of the present Farm Adjustment Programs, and their function or purpose indicated that an examination of land adjustment alone would not solve existing problems. Land Adjustment (or more broadly, Physical Resource Adjustment) is only one facet of the Rural Adjustment concept. The scope of the study team was therefore broadened to examine all facets of Rural Adjustment (both Human and Physical) in relation to physical resource adjustment.

The approach taken by the study team in examining and designing a system to assist in Rural Adjustment was modelled on the Ideals Concept. Basically, the Ideals Concept states that every system is composed of seven elements: Function or Purpose, Inputs, Outputs, Sequence, Environment, Physical Catalysts and Human Agents. Once these seven elements have been specified in detail, a workable system exists which will perform the function or purpose of the system. Utilizing the Ideals approach, the study team concentrated on probing for the best or ideal solutions to the problems encountered in Rural Adjustment. The existing Farm Adjustment Programs were viewed as reference points of experience from which departures could be made to design a more complete Rural Adjustment system.

INTRODUCTION

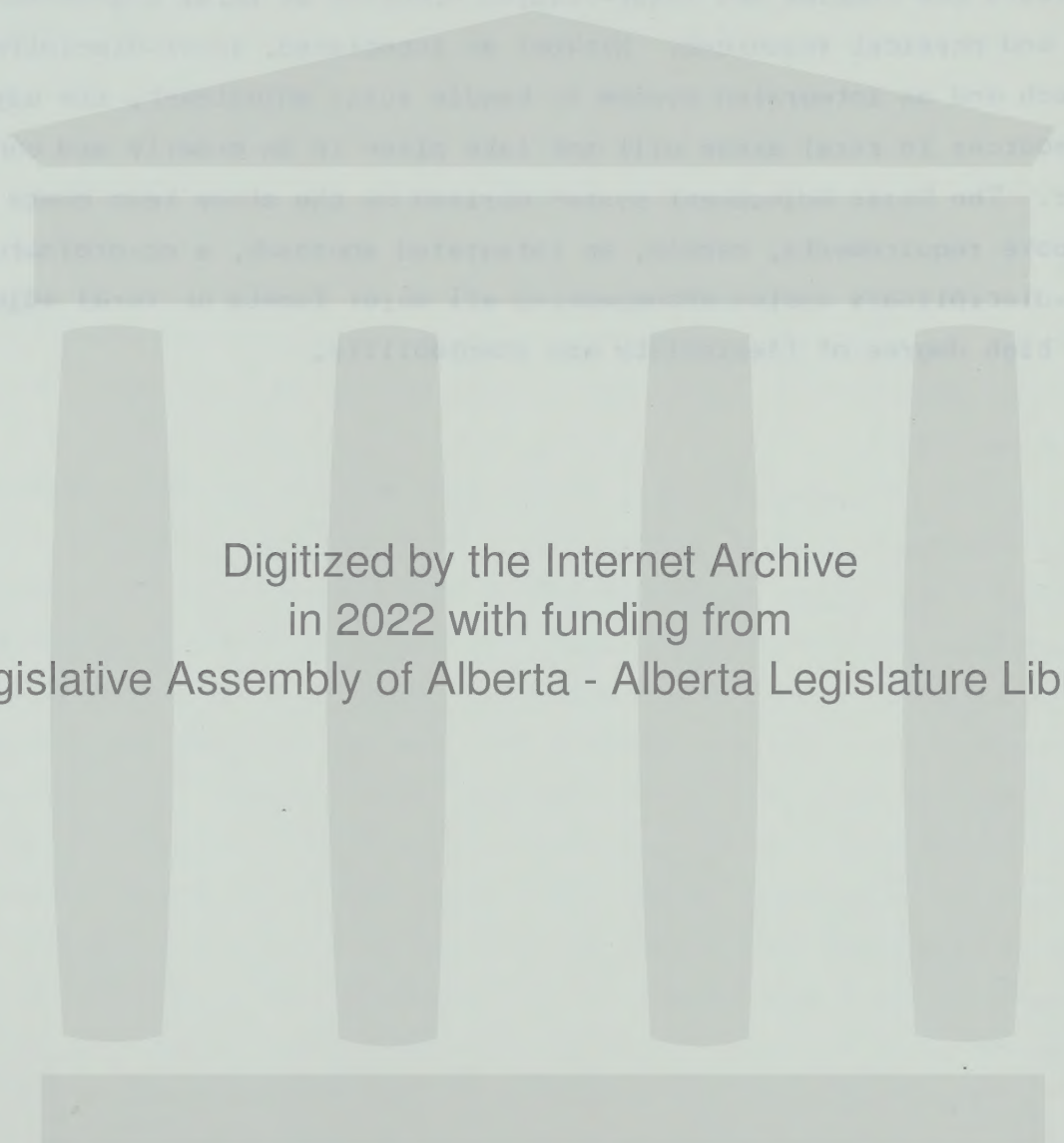
The adjustment of human and physical resources is caused by changes in economic, social and political factors. (Although cultural and religious factors have been major causal factors of adjustment throughout history, they were not specifically considered as such for the type of adjustment dealt with here.) Adjustment may take place by natural attrition in the market or a laissez-faire manner, in a dictatorial manner, or in an atmosphere of incentives to encourage adjustment.

The study team defined the function of Rural Adjustment as being: To provide the opportunity and assistance for the adjustment of area resources, both human and physical. Area was defined to include both rural farm and small rural towns.

The inclusion of small rural towns and non-farm employed people into an adjustment system is a departure from previous viewpoints. If farm adjustment takes place, consolidation of land holdings and the conversion of marginal farm land to other purposes will reduce the rural farm population and this will necessitate the reduction of small rural town populations since their markets for goods and services will have shrunk (assuming the rural farm population moves out of the immediate market area). Rural Adjustment must therefore also include provision for providing opportunities and assistance for adjustment to the small rural towns. It is not expected that the Rural Adjustment system will be involved to a significant extent in adjustment of small rural towns in the immediate future, but the study team can see the need for Rural Adjustment extending into this area in the future.

Rural adjustment is a complex problem involving either directly or indirectly all areas of physical and human endeavour. There is no simple solution, formula or magic wand available that will guarantee absolute success to rural adjustment problems. Individuals are unique and their adjustment problems are often unique. Any adjustment oriented system would have to be able to deal with all types of Rural Adjustment problems, both known and unforeseen. Flexibility is therefore a high priority element that must be built into an adjustment oriented system.

Rural adjustment effects and is affected by the operation of all existing Government Departments. Individual departments tend to be organized in a specialized manner yet rural adjustment involves and encompasses all specialized fields. Therefore, an integrated approach is required to facilitate the complex and inter-related problems of rural adjustment of human and physical resources. Without an integrated, inter-disciplinary approach and an integrated system to handle rural adjustment, the adjustment of resources in rural areas will not take place in an orderly and controlled manner. The Rural Adjustment system derived by the study team meets all of the above requirements, namely, an integrated approach, a co-ordinated inter-disciplinary system encompassing all major facets of rural adjustment and a high degree of flexibility and adaptability.



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GENERAL OUTLINE OF THE RURAL ADJUSTMENT SYSTEM

The Rural Adjustment System is composed of two key groups of civil servants, the Program Advisor(s) and the Specialists. The system is designed so that both of the groups act in a balanced and complementary manner, resulting in a truly integrated approach at the operational level.

In order to ensure an integrated approach to rural adjustment problems, the concept of a general counselling and informing session with an impartial and preferably non-departmental civil servant (i.e. the Program Advisor) was initiated. The prime function of the Program Advisor would be to listen to the individual's problem and examine with the individual the various adjustment alternatives¹ and opportunities of assistance that are available to the individual at that time. The individual will choose the adjustment alternative in which he is most interested and the Program Advisor will arrange for the individual to receive specialist advice so that he may examine his possible adjustment alternative in detail.

The Specialists are the second vital pillar of the Rural Adjustment System. All areas of Alberta have a wealth of trained specialists in both the public and private sectors of the economy. The general public, and in particular, people living in rural areas, do not take full advantage of the knowledge and assistance these specialists have to offer. There are various reasons for this, primary among them being a lack of knowledge of whom to contact for information and assistance in solving a particular and often personalized problem. By effectively tapping the varied and vital skills and knowledge of the specialists, rural adjustment can be encouraged at reduced social and economic cost. The Rural Adjustment system would ensure fuller utilization of existing specialists. It should be emphasized that the Rural Adjustment System, per se, will not employ their own specialists. The Rural Adjustment System will rely on existing specialists already available in both the public and private sector.

1. See Appendix #1. - Adjustment Alternatives.

Multiplicity of possible adjustment alternatives and the variety of specialists involved in rural adjustment necessitates close co-ordination and organized procedures to follow the progress of the individual toward the solution of his problem. If a progressing procedure is not included and is not built into a rural adjustment system, an integrated approach will not be possible; individuals will feel that they are being needlessly shunted from department to department; specialists will tend to approach individuals without knowing what has been done by other specialists; and there will be the danger of the individual becoming frustrated by what he views as red tape, redundancy, lack of organization and lack of co-operation. Result: he will leave the adjustment system and condemn the government and civil service as being red tape bureaucrats. The study team has developed an effective method of ensuring that the above will not happen in the Rural Adjustment System. Complexity, flexibility, co-ordination, information transfer and a truly integrated approach are assured by adding a small but vital device to the Rural Adjustment system. The study team has called this device the "Personal File and Progress Card". By utilizing a simple clerical procedure similar to a desk calendar in purpose (the Progress Card) it is possible to monitor and follow the progress of any individual following any adjustment alternative. The progress card acts as a timing device that automatically reminds the clerical staff to check with the particular specialist on the appropriate day to gather information regarding the individual's progress. Details of the individual's progress are collected in the Personal File so that basic information concerning the individual (his adjustment problem, the alternatives in which he is interested and generally what discussions, aid and assistance he has previously had and from whom) is available to subsequent specialists. This will save both the individual and the specialist considerable time (i.e. they will not waste time going over basic information and previous informatory sessions). This will enable them to immediately concentrate on the problem or a specific facet of the problem at hand. A small clerical staff attached to the Program Advisor would operate the Personal File and Progress Card procedure. This staff is essentially an information collection agency serving the needs of the Program Advisor and the Specialists. The operation of this information collection procedure and automatic maintenance of liaison with the specialists will insure a co-ordinated, integrated approach to Rural Adjustment.

The Rural Adjustment System would not interfere with present Departmental policies or procedures. The system seeks to utilize existing departmental staff and policies to aid in assisting rural adjustments, not to contravene or usurp departmental policies or procedures. The Rural Adjustment System is designed to provide a flexible, integrated approach with the talents and expertise of all contributors being complementary rather than devisive.

The Rural Adjustment System is voluntary. The concept is to provide an integrated service to the public in rural areas to assist and facilitate rural adjustment of both human and physical resources. This in no way implies that an individual must take advantage of this service. Individuals who do not need or desire to use the Program Advisor's services are free to proceed directly to an individual department or particular specialist of their choice for assistance in their solution to their adjustment problems.

Flexibility in the rate of adjustment desired, the type of adjustment desired (i.e. priorities of adjustment) and the shifting of emphasis in adjustment alternatives would be induced and controlled by the amount, method and type of inputs into the Rural Adjustment System. The rate and direction of rural adjustment can be easily controlled by the type and amount of incentive inputs (either monetary or policy adjustments). This provides a wide range and scope of flexibility in the Rural Adjustment System. A large portion of adjustment can be facilitated by increasing the utilization of existing agencies and funding sources. The Rural Adjustment System need not be totally dependent on specific funding, cost sharing or otherwise. If adjustment in any area was desired to be stimulated, funding incentives could be added either directly into the Rural Adjustment System or indirectly through existing agencies. The costs of operating the Rural Adjustment System will vary with the demonstrated need for adjustment, the geographic size of the area involved, the number of people desiring adjustment in the area involved, and the priorities of the legislature.

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DISCUSSION

Detailed procedures to ensure record control and minimize clerical effort and cost have already been completed. In addition, the majority of the effort required to produce forms, procedure manuals and advisory handbooks has been completed. Implementation of the Rural Adjustment System can be begun immediately. Estimated implementation time should not be in excess of six months.

APPENDIX # 1.

ADJUSTMENT ALTERNATIVES

The adjustment of human and physical resources may involve any number of combinations of alternatives. For example, an individual may desire to adjust the size of his land holdings and his level of education. Another individual may feel that adjusting the type of crop or method of producing a crop will rectify his problem. Although individual problems are unique and the alternative solutions must also be unique in the sense of adaptation to fit the individual and his needs, rural adjustment alternatives may be lumped together under the following headings: Land Adjustment, Alternate Resource Use, Education, Alternate Employment and Retirement.

1. LAND ADJUSTMENT

Land Adjustment involves four alternatives which may be utilized singly or in any combination; acquiring land, disposing of land, improving existing land holdings and developing unimproved land. The following Government Departments will be directly involved with land adjustment: Lands and Forests, Agriculture, Municipal Affairs and Highways.

If government agencies are to be involved in the acquiring and disposing of land for rural adjustment purposes, care must be taken to ensure that the government does not directly compete with private real estate agencies. This control is built into the Rural Adjustment System by requiring individuals to list their land with private real estate before the government purchases land and for individuals to attempt to acquire land privately before acquiring Crown land. Private land exchanges are encouraged by the Rural Adjustment System. Only if private transfers prove unfruitful would the government become directly involved in acquiring and disposing of land for adjustment purposes.

The Rural Adjustment System would utilize most of the present Farm Adjustment Program(s) concepts and procedures. Only slight modification is required to improve the effectiveness of the Farm Adjustment Program(s).

The present Farm Adjustment Committees will act as local reviewing groups dealing with cases where land adjustment is the adjustment alternative chosen by the individual. If land adjustment is to be effective, it is imperative that information concerning available land and individuals interested in adjusting their land base, be available. Without complete information concerning both individuals and land, physical resource adjustment will tend to be a haphazard process. By building a mechanism into the Rural Adjustment System to collect information on both land and individuals wanting to adjust their land resource, two inventories (i.e. Human Inventory and a Land Inventory) can be derived. By utilizing a matching mechanism, land adjustment alternatives can be presented for any individual or a list of individuals can be obtained relative to a specific parcel of land. Such listings could replace the present Kardex System of posting available crown land where interested persons can be notified of this availability. With this information at their disposal the Farm Adjustment Committees will be able to increase the effectiveness of their recommendations. In addition, the individual seeking land adjustment will be exposed to alternative land adjustment possibilities. (Presently, the individual seeking land adjustment is not automatically exposed to alternatives.) The Program Advisor will provide information to the Farm Adjustment Committees and maintain close contact with them, but need not be a member. (An uncomplicated but highly effective information system has been designed to supply information to the Farm Adjustment Committees as well as to Senior Management.) A Human Inventory and a Land Inventory would facilitate both long and short term planning of Human and Physical resources in any area. Land Adjustment could be planned to proceed in an orderly and controlled manner so as to optimize the utilization of both human and physical resources.

2. ALTERNATE RESOURCE USE

Alternate resource use involves using land resources for different purposes. Movement and shifts in supply and demand for commodities may result in the need for adjusting the type, quality and amount of production by people in rural areas. For example, agricultural production adjustment, conversion of marginal agricultural land to fish and wildlife conservation areas, converting wooded agricultural land to a campsite area or recreation area, using land for commercial rather than agricultural use, etc.

Alternate resource use is mid-way between human and physical resource adjustment and requires a close integration of both to be successful. Different skills will be required by an individual operating with a different use of resources. In most cases, Educational retraining may be expected to take place before and in conjunction with alternate resource use. Departments directly involved are: Agriculture, Industry and Tourism, Lands and Forests, Highways, Education and Municipal Affairs.

3. EDUCATION ALTERNATIVE

The Education alternative primarily involves academic upgrading and vocational retraining (although both technical and university training may also be alternatives for a small segment of persons entering the System). The most valuable asset Alberta possesses is her people. Any type or degree of rural adjustment will involve human adjustment. The existing Education system provides feasible alternatives to individuals with adjustment problems, although rural people do not presently take full advantage of these services. (Dominion Bureau of Statistics statistics strongly indicate the above.) By integrating Education with other alternatives, the Rural Adjustment System can provide a balanced and integrated system offering incentives, opportunities and assistance to individuals with rural adjustment problems.

The Vocational Division of the Department of Education and the Agricultural Colleges Division of the Department of Agriculture would be the two agencies primarily involved in the Education alternative. Other Government Departments also involved in adult training are: The Medical Services Division of the Department of Health, the Apprenticeship Branch of the Department of Labour, the Department of Public Welfare, the Department of Lands and Forests, Canada Manpower and the Department of Indian Affairs and Northern Development.

4. ALTERNATE EMPLOYMENT

Alternate employment can only be considered a viable alternative for those individuals who already possess a skill that is saleable on the open market. A certain number of people who live in rural areas rely solely on agriculture for their income and do not possess other marketable

skills. For this reason, it is expected that many people from rural areas will first have to undertake an educational alternative before progressing into the alternate employment alternative. Canada Manpower is the primary Government Agency involved in the alternate employment alternative.

The question may be asked, why include alternate employment in the Rural Adjustment System. Why not have Canada Manpower totally handle this alternative. Most rural people seeking alternate employment will deal directly with prospective employers or Canada Manpower. For those individuals whose adjustment problems encompass more than simply finding a new job, and who seek assistance to find a job as well as other adjustment possibilities, the Rural Adjustment System is capable of aiding with an integrated approach. For example, for the individual who desires to sell his farm, learn to become a certified mechanic and who seeks a temporary part time job while learning; Canada Manpower can only assist the individual in locating part time employment and perhaps offer financial assistance during the retraining period. The integrated Rural Adjustment System, using the facilities and assistance offered by Canada Manpower, as well as other government and private agencies, can assist the individual in seeking feasible alternatives and solutions to all his adjustment problems. The Rural Adjustment System does not intend to undertake the functions of Canada Manpower or any other group, but seeks to offer an integrated and flexible approach to all rural adjustment problems by utilizing the talents and services of all groups.

5. RETIREMENT ALTERNATIVE

If other adjustment alternatives are not successful or if there is not a reasonable chance of an individual succeeding by utilizing other adjustment alternatives, then the retirement alternative may be considered. Although it is the alternative of last resort, care must be taken not to remove the individuals sense of self-pride and hope. The retirement alternative should not be viewed as an end to adjustment but simply as an intermediate stage (which may involve government assistance) before undertaking some new and productive enterprise. For example, an elderly farmer who has an arthritis problem may be forced to sell his land holdings and accept supplementary assistance from the Department of Social Development until he discovers an

opening as a night watchman or similar mode of employment that he can do.

Retirement can only be considered an alternative for those individuals who are:

- a) not capable of employment due to age, health or physical disability and/or
- b) who do not possess a marketable skill and who are too old for viable retraining.

The Department of Social Development is primarily involved. (Department of Health, Department of National Health and Welfare and the Debtors Board will also be involved.)

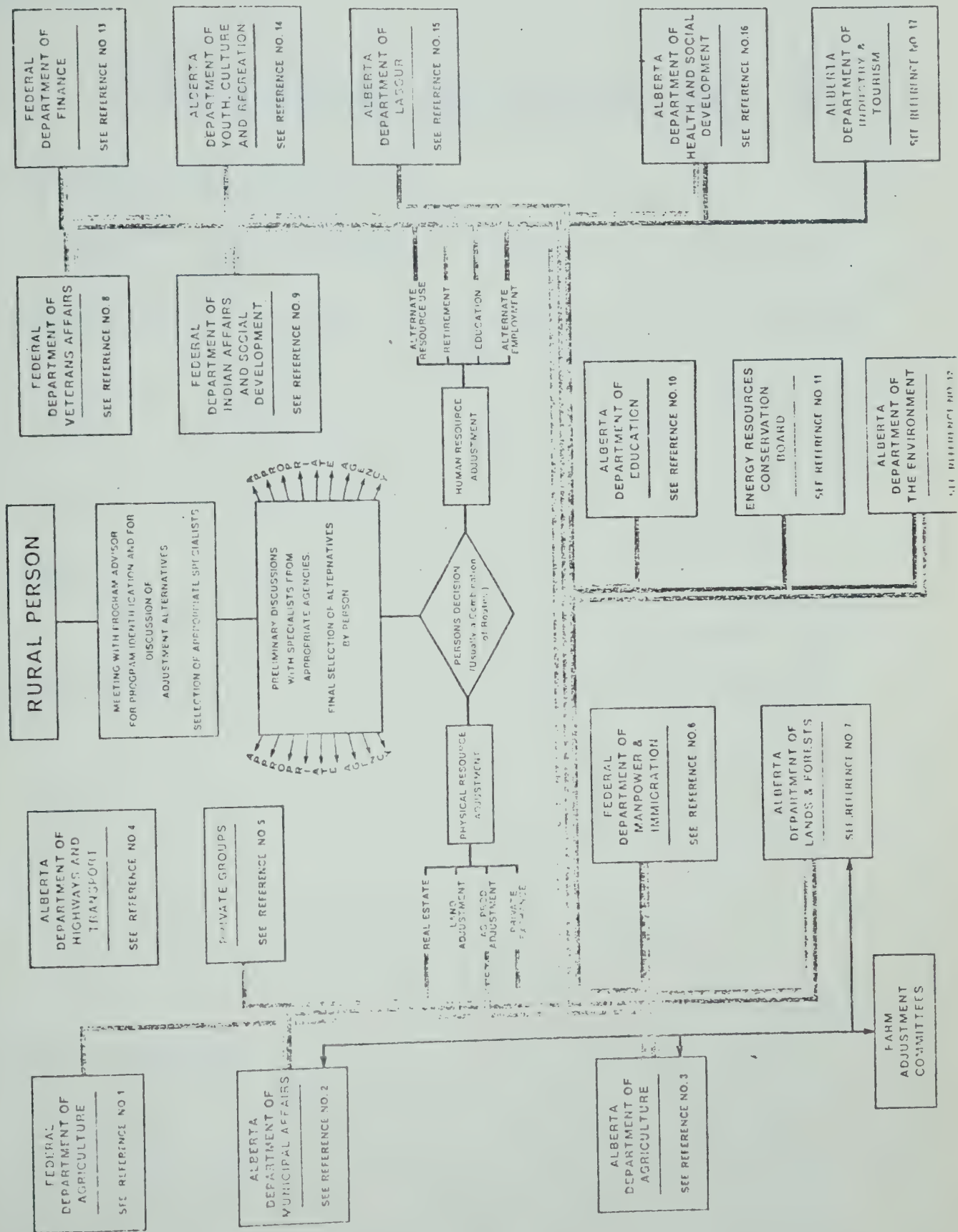
The retirement alternative is not restricted to these individuals who dispose of their land to the Crown (as has tended to be the rule in the Farm Adjustment Program). An individual may be economically forced to dispose of his assets to meet credit obligations. Whether the individual disposes of his land holdings to the Crown or privately, there is no significant difference. If he needs assistance, and the retirement alternative is the only alternative available, then the individual should be assisted regardless of whom the party was that acquired the land.

The method of assisting in the retirement alternative has not been utilized to date by the Farm Adjustment Programs. This method involves the possible subdivision of land and lies within the jurisdiction of the Department of Municipal Affairs. Many rural people and in particular, elderly farmers who are residing on their original homestead, place a high personal value on remaining on their land, even if it means living in poverty. To these people, their farm and farming is not an agri-business but a way of life - and emotional attachments are very strong. The desire for adjustment and retirement in particular may be strong but reluctance to part with what is familiar and known is often stronger. It is possible within the present regulations of the Planning Branch to subdivide farm land. If this method was utilized to facilitate retirement, the following would occur: the individual could remain in his home with a small area (up to twenty acres) for producing for personal consumption; the monies received from the disposal of the rest of his land holdings would enable the individual to live comfortably

during retirement; there would be a saving to the Crown as the individual would not be forced to rely on Social Assistance; the preservation of the individuals independence and cultural values would eliminate his reluctance to undertake adjustment; the utilization of existing housing would be ensured (under the present system the individual is encouraged to move off his land - this adds pressure to the present housing shortage), and rendering land available to neighbouring farmers enables them to expand their land holdings and operations. The last point is one of the strongest, since the retirement alternative of one individual will also benefit a land adjustment alternative of a second individual. By utilizing the subdivision method of handling the retirement alternative, preventative and earlier assistance can be given neighbouring land holders. In addition, subdivision contracts could be made conditional so that the small subdivided portion is automatically consolidated with the larger land portion on the death of the subdivider. This would eliminate any possibilities of encouraging small or broken land holdings.

FOLLOW UP PROCEDURE

The Rural Adjustment System, by utilizing the Progress Card and Personal File clerical device, would regularly check with the individual who has undertaken the retirement alternative to ascertain whether additional adjustment is desirable as well as checking to see if the retirement alternative is satisfactory. This clerical operation will apply to all adjustment alternatives to insure feedback as to the success or failure of individuals who have undertaken adjustment alternatives. The Rural Adjustment System does not intend to maintain contact and assistance until an individual reaches the grave, but does intend to maintain a reasonable degree of follow up so that information will be available to modify the system if necessary. This knowledge will assist the Program Advisor in assisting those individuals who enter the Rural Adjustment System at later dates. No formal attempt will be made in maintaining contact with any individual who leaves Alberta after being assisted by the Rural Adjustment System. (The costs are prohibitive.)



APPENDIX # 3.

GOVERNMENT DEPARTMENTS INVOLVED IN APPEAL ADJUSTMENT

A. Provincial Departments and Agencies:

1. Agriculture: Economics, Extension and Colleges, Program Development.
2. Attorney General's Department: Debtor's Assistance Board, Land Titles, Legal Aid, Orderly Payment of Debts Plan.
3. Education: Correspondence School, Students Assistance Board, Vocational Education, N. A. T. T.
4. Health: Medical Services.
5. Highways: Planning.
6. Human Resources Development Authority, Human Resources Research Council.
7. Industry and Tourism: Alberta Commercial Corporation, Co-operative Activities, Industrial Development.
8. Labour: Apprenticeship and Tradesmen's Qualifications.
9. Lands and Forests: Administration, Field Staff, Grazing, Homesteads, Sales.
10. Municipal Affairs: Provincial Planning, Tax Recovery.
11. Social Development: Regional Offices.

B. Federal Departments:

1. Indian Affairs and Northern Development.
2. Manpower and Immigration: Canada Manpower Centres.

APPENDIX # 4.

ESTIMATED STAFFING REQUIREMENTS FOR
THE RURAL ADJUSTMENT SYSTEM

For any single area, the general counselling unit will require a minimum staff of three people: The Program Advisor, one clerk and one typist. Expansion above the minimum staff size can be roughly calculated on the following basis: including other co-ordination and liaison duties, a Program Advisor is capable on the average of dealing with only three or four individuals seeking adjustment per day. This means that a Program Advisor is capable of handling 60 to 88² counselling and informing sessions per month. Under the Rural Adjustment System two general counselling sessions are used. Therefore, approximately half of these sessions would be individuals who previously had one general counselling and informing session with the Program Advisor. Using statistics generated by the staff in CD14, (which may not be accurate or useful for basing staffing requirements upon,) 75 persons entered the Farm Adjustment Program in September of 1969. If this figure is correct, then the staff needed under the Rural Adjustment System for the same month would be 5 people: two Program Advisors, one clerk, one typist and one clerk-typist.

2. 3 per day x 20 working days = 60 interviews/month; or
4 per day x 22 working days = 88 interviews/month.

APPENDIX # 5.

DETERMINATION OF LAND INVENTORY SIZE
USING SAMPLING TECHNIQUE

CD12, (St Paul), CD14 (Edson) and CD15 (Peace River Area) were the areas sampled. The white zone classification (or yellow zone classification) areas were sampled, along with a buffer green zone of one township bordering white zone areas (where applicable).

AREA CD12 (St Paul):

- contains a total of 224 townships, of which:
 - 197 are white zone classification and
 - 27 are green zone classification.
- sample size was 18 townships, or 8% of the population, of which:
 - 16 were white zone or 8% of the white population
 - 2 were green zone or 7% of the green population.

AREA CD14 (Edson):

- contains a total of 99 townships, of which:
 - 69 are white zone (or yellow) classification and
 - 30 are green zone classification.
- sample size was 9 townships, or 8% of the population, of which:
 - 7 were white or 10% of the white population
 - 2 were green zone or 6% of the green population.

AREA CD15 (Peace River):

- contains a total of 759 townships, of which:
 - 490 are yellow zone classification and
 - 269 are green zone classification.
- sample size was 60 townships, or 8% of the population, of which:
 - 40 were white or 8% of the white population
 - 20 were green or 7% of the green population.

From the sample townships, it was possible to derive meaningful estimates of the number of cards required to be included in a LAND INVENTORY. (i.e. by counting the number of crown quarters in a sample township, calculating an average of crown quarters per township and then multiplying this average by the number of townships, the average or expected number of crown quarters for each portion of a LAND INVENTORY was derived.

ALTERNATIVE LAND INVENTORIES, THEIR ADVANTAGES AND WEAKNESSES

Various alternative LAND INVENTORY sizes and uses have been arrived at by combining the estimated sizes of the inventory subgroupings. The choice among the alternatives gives a wide range of options regarding usefulness, capital investment, operating cost, flexibility and future additional uses.

OPTION NUMBER 1.

This LAND INVENTORY option is the most complete, has the most flexibility and should be readily expandable to include future additional refinements for multiple usages (for example, Land Use Assignment Regional Planning). On the other hand, it contains the largest volume of cards (information), would require either a large capital investment or high equipment rental cost and a large staff in comparison to the other options.

LAND INVENTORY Option Number 1 includes the white and/or yellow zone classifications in CD12 (St Paul), CD14 (Edson) and CD15 (Peace River Area) and extends into the green zone classification for one township (so that grazing permits etc. might also be included in CD12, CD14 and CD15.) Using one land card per quarter section of land that the Crown owns (i.e. not PATENTED), this results in a LAND INVENTORY of 125,000 cards.

Breakdown:	CD12:	White	14,812,	green	3,808
	CD14:	White	6,230,	green	4,170
	CD15:	Yellow	56,338	green	39,005.

TOTAL: 124,363.

OPTION NUMBER 2.

LAND INVENTORY Option Number 2 is the same as Option Number 1 except that only white and yellow zone classifications are included (i.e. the green zone extension of one township around the perimeter of the white and yellow areas is not included). This option has a wide range of flexibility but is restricted in that grazing permits etc. in the green zone areas would not be included. The volume of this LAND INVENTORY would be reduced significantly (i.e. 60% of the volume of LAND INVENTORY Option Number 1) and the costs of operation likewise reduced significantly. This option could be easily expendable, when the need arises, to result in Option Number 1. Using one land card per quarter section of land that is not patented, results in LAND INVENTORY Option Number 2 of 78,000 cards.

Breakdown:	CD12:	white	14,812
	CD14:	white	6,230
	CD15:	yellow	56,338.

TOTAL: 77,380.

If the desired LAND INVENTORY was to ultimately be Option Number 1, it would be best to begin with Option Number 2 and then expand, at the appropriate time, to arrive at Option Number 1.

OPTION NUMBER 3 AND OPTION NUMBER 4.

In order to significantly reduce the volume of land cards, it is possible to include four quarters on each card. This will reduce the costs of establishing and operating a LAND INVENTORY, but the inventory will not be readily adaptable to include additional information to facilitate multiple usage of the inventory.

Option Number 3 includes a green zone perimeter and results in a LAND INVENTORY of 31,000 cards.

Breakdown:	CD12:	4,653
	CD14:	2,600
	CD15:	23,836.

TOTAL: 31,089.

Option Number 4 does not include a green zone buffer and results in a LAND INVENTORY of 20,000 cards.

Breakdown:	CD12:	3,702
	CD14:	1,558
	CD15:	14,085.

TOTAL: 19,345.

Option Number 4 is the smallest land inventory, would result in the lowest implementation cost and operating cost.

DESIGN MATRIX

	PHYSICAL	RATE	CONTROL	STATE
Function	1	2	3	4
Inputs	5	6	7	8
Outputs	9	10	11	12
Sequence	13	14	15	16
Environment	17	18	19	20
Physical Catalysts	21	22	23	24
Human Agents	25	26	27	28
Present desired and possible system specifications		Units/TIME period e.g. INPUTS/year	Evaluation purposes. The way in which one or more of the physical, rate or state dimensions are to be:	Planning design for future states
<div><div>KEY</div><div><div></div><div>Specification complete</div></div><div><div></div><div>Partially specified</div></div><div><div></div><div>No specification</div></div></div>		<div>1. measured</div> <div>2. compared to desired specifications and confidence limits.</div> <div>3. corrected if necessary to maintain desired specifications or attributes</div>		

1. FUNCTION:- PHYSICAL

To provide the opportunity and assistance for the adjustment of area¹ resources (human and physical).

The above function is part of the higher system function of ARDA-HRDA:- To improve the economic and social conditions of the individual and community as required.

The name "Farm Adjustment Program" was discussed. It was realized that this name implies that only land transfer is involved. The study team felt that "Rural Adjustment Program" might be a better name since the Program must be expanded to include such problems as, for example, a farmer wanting to change from agricultural to market gardening or an applicant who wants to give up farming and put his land to industrial use such as with a Service Station, Restaurant, Motel etc.

-
1. Area:- roughly defined as:
- 1) rural farm
 - 2) rural farm including towns



2. FUNCTION:- RATE

The unspoken assumption was to save time and money in processing persons in the Farm Adjustment Program and increase the desired output of satisfied persons.

3. FUNCTION:- CONTROL

The study team felt that meetings of all Rural Staff should be held at least annually and preferably semi-annually to discuss any new developments i.e. program expansion, integration of new personnel etc. (to ensure that the program is kept consistent, yet allowing for flexibility to handle problems characteristic to any one particular area).

4. FUNCTION:- STATE

5. INPUT:- PHYSICAL

- 1) People and Land
- 2) Vacant crown land
- 3) People

Voluntary participation
Within designated areas.

1. Entering Agriculture

- a) Persons wishing to be involved in Farming.
(To the advantage of both individual and the Community.)
- b) Committed to his future.
- c) Minimum age 18; Maximum age 50.
- d) Are or committed to become Canadian Citizens.
- e) Potential for successful operation.

2. Expanding in Agriculture

- a) Persons involved in Farming. (To the advantage of both individual and the Community.)
- b) Committed to his future.
- c) Minimum age 18; Maximum age 65.
- d) Are or committed to become Canadian Citizens.
- e) Demonstrated potential for success.
- f) A need for expanded resources and an ability to utilize these resources.

3. Leaving Agriculture

- a) Persons involved in Farming. (To the advantage of both individual and the Community.)
- b) Committed to his future.
- c) Justified need.

The question was raised regarding the purchase of land, Should the Rural Adjustment Program be restricted to the purchasing of land alone or should it also consider cases where leases are involved and which pose adjustment problems? For example, in the town of Mercoal, some of the people have no interest in the property on which their house is situated. These people have only a lease on the land. Presently, Government policy in the area is to consolidate the numerous small towns into growth centers and consequently, the leases are not being renewed. These people are therefore faced with the loss of their houses. It was felt that it would be impractical to move all the houses into the growth centers. The study team felt that the Rural Adjustment Program should also assist in adjustment of this nature, i.e. in cases involving leases as well as land purchases. It was felt that either a Building-Moving allowance be supplied or that we purchase their improvements on the leased land.

o. INPUT:- RATE

7. INPUT:- CONTROL

Measure the opinion of the program (by measuring the opinion of the people leaving the program).

The study team felt that meetings of all Rural Staff should be held at least annually and preferably semi-annually to discuss any new developments i.e., program expansion, integration of new personnel etc. (to ensure that the program is kept consistent, yet allowing for flexibility to handle problems characteristic to any one particular area).

8. INPUT:- STATE

(Ultimately desirable)

For individuals entering, leaving or expanding in Rural Areas.

- a) Persons affected by, involved in/or wishing to be involved in Rural Areas.
- b) Committed to his future.
- c) Justifiable need for assistance or justifiable need for the service.

The system must be flexible so it can handle the probability of expansion or contraction.

2. OUTLINE:- PHYSICAL

Satisfied person

- 1) People and land
- 2) Vacant crown land
- 3) People

11. OUTPUT:- CONTROL

Follow up counselling

Measure the opinion of the program (by measuring the opinion of the people leaving the program).

The question was asked: How far should the Rural Adjustment Program go in following an individual? How do we know if Rural Adjustment has been successful? Once the transfer of an individual has been completed from Human Resource Adjustment to either Education or Retirement, (i.e. To the Department of Education or the Department of Social Development) it was felt that a clerical transfer of information between Agencies could be established so that we would know whether or not Rural Adjustment had been successful.

Reference was made to the possibility of using the Progress Card for this purpose. Information collected by the Rural Adjustment Program that might be valuable to the Department of Education or Social Development could be forwarded to them and these departments could supply the Rural Adjustment Program with information regarding the individual's progress. For example, six months after an individual has been transferred to the Department of Education, it might be useful to the Rural Adjustment Program to know whether or not the individual was still enrolled. In this manner, clerical transfers of information could be used for evaluation purposes and might ensure a smooth transfer of a person from one agency to another.

The study team felt that meetings of all Rural Staff should be held at least annually and preferably semi-annually to discuss any new developments i.e., program expansion, integration of new personnel etc. (to ensure that the program is kept consistent, yet allowing for flexibility to handle problems characteristic to any one particular area).

12. 1000 2: - 1000

Fully satisfied person

13A. SEQUENCE:- INDIVIDUAL

Decentralized decision making; greater flexibility within total budget.

Minimum disturbance to commercial adjustment practices.

Parallel processing where possible.

Eliminate duplication.

Definite, defined decision points.

Limit queue length.

Orderly routing and scheduling of processing.

Limited use of selective bidding where there is conflict of need for use of a specific parcel of land.

Revolving Fund.

Land Bank Inventory.

Land Value Bank.

Human Inventory - Keep track of all cases, punch cards to contain skills, experience etc.

Land Inventory - Information on as much land as we can, on punch card system.

Data processing - To keep all information together, possible matching on Human Inventory with Land Inventory via punch card system.

- Followed by counselling and human decision -

Would limited tenders be good for settling cases where more than one party needs a specific piece of land? - Yes.

Land location as well as name, etc., could be obtained at the first meeting between the individual and the general counsellor.

Retirement or Early Retirement Alternative

It was felt that the counselling should involve the Department of Social Development as early as possible so that a smooth phasing out of the 'trial' Adjustment Program and gradual take-over by Social Development can occur. Retirement allowances should be variable in name, amount and qualifications. It was felt that by permitting an increase in the allowable assets as a family could be preferable. The present regulations tend to force the

13B. SEQUENCE:- PHYSICAL

individual to dispose of his land when this really might be a doubtful decision in the long run. For example, a case of a widow with young children who owns a three quarter section of land who needs help only until her son is old enough to manage the farm. In order to qualify for Social Assistance under the present regulations she would be forced to dispose of her land. This could seriously hinder her son's future.

It was felt that by having one person from the Department of Social Development that the Rural Adjustment counsellors could contact, would increase the effectiveness of transferring people to the Department of Social Development if retirement alternative was chosen. At the same time this same person from the Department of Social Development would be able to co-ordinate transfers of people from the Department of Social Development to the Rural Adjustment Program.

Alternate Resource Use.

The Department of Agriculture and Development Bank and perhaps, the Department of Industry and Tourism are the only Government Agencies which would be involved.

1. Alternate Agricultural Resource Use

The Rural Adjustment Program would put the individual in contact with the local District Agriculturist, the Agricultural Department of Extension, or Agricultural Education Program, for specialist counselling. Follow up and feedback would be the same as Education alternative i.e., gradual phase-out by the Rural Adjustment Program, feedback on a six month basis, and using the progress card and personal file for evaluation purposes.

4. Non-Agricultural Resource Use

This would be the same as alternate Agricultural Resource Use except that general outside specialists would be used. For example, a person wishing to establish a gas station or motel - a person involved in these types of businesses would be contacted and asked to explain the requirements, pros and

130. SEQUENCE:- RURAL

cons of entering the field, and type of experience needed. If the individual has little or no skill or experience in the field, he may be transferred to the education alternative before entering the desired field.

Alternate employment

In all cases where alternate employment may be undertaken, a person must already have a skill or experience that is marketable. (If the person does not have a skill then he must first undertake the education alternative). If the person is a non-resident of the area or not a full time farmer and already has a skill and a job there would be no need for alternate employment. Alternate employment would only apply in those cases where a man possesses a skill but who is presently working full time on a farm. The purpose of the Rural Adjustment Program would be to provide counselling and assist in job location. (In co-ordination with Canada Manpower).

189. SEQUENCE:- PHYSICAL

Parallel processing rather than the present series type of processing. For example, the Farm Adjustment Committee could request appraisals directly without waiting for Edmonton processing and formalities. For compiling statistics, copies of appraisal requests etc., could be routed simultaneously to information points and decision points in parallel. This would decrease time and cost of handling appraisals, etc., and at the same time increase control.

Too much presumption e.g. If more than one counsellor involved one may presume that the other has covered the alternative of attending N.A.I.T. and the other one may presume the same. Result - the alternative never discussed. Improve recording methods?

The committee is the built-in consultant. Counsellors can help to see if further consultation needed. A counsellor is basically a persuasor while anyone who consults is an informer and not a persuasor.

Study team strongly favoured decentralization as an organizational concept. Decentralization would give flexibility within a budget, but not include increases in total budget.

Single point decisions.

Should be consistent in objectives, purpose, goals.

The logical people to analyse whether or not the applicant wants or really needs help would be the District Agriculturist, and the Counsellors, then expansion can take place from there.

There has been too much done in the past verbally and it is felt that more should be done in written form.

How does the applicant hear about the program:-

- a) By word of mouth contact
- b) Written letter or application
- c) Referrals from other Agencies
- d) Regional Office contact - clerical

When the 1st counselling session takes place, there is a general exchange of information between the person and the Program Advisor. The nature of the problem and the apparent problem or (applicant's problem) are noted. The appropriate counsellor(s) is chosen and an appointment made.

13b. SUMMARY:- PHYSICAL

For subsequent counselling sessions (and/or subsequent consulting sessions) the previous counsellor ALWAYS accompanies the person to the next counsellor and stays for the first meeting.

The concept previously discussed concerning the quote - "Chaser" was modified. It was felt that by using a Progress Card, you could eliminate the original need for a chaser per case. A concept of an Office Manager (to replace) multiple chasers was discussed. The Office Manager would control Progress Cards i.e. ensure that a person was progressing through the total system without undue excessive delays. He would also maintain all the paperwork.

PRIMARY RESOURCE ADJUSTMENT

EDUCATION

Ag. Extension
Ag. College
 upgrading
Vocational Education
Technical Education
University

OTHER RESOURCES USE

Social Development
- Pension allowance
- increase allowable assets
- 1 social worker for co-ordination

ALTERNATE RESOURCE

ALTERNATE AN. RESOURCE

District Agriculturist
Ag. Extension
Education

OTHER RESOURCE USE

Counselling

ALTERNATE EMPLOYMENT

Counselling and job location -
Canada Manpower Commission
(usually involving a disposition
of land and/or property).

Money allowance or grants should be available for all alternatives to assist and encourage adjustment.

13F. SUMMARY:- RURAL

Discussion with Mr. Arcand regarding the Retirement Alternative. Mr. Arcand suggested that the best way to transfer a person to Social Development would be, first to have the transfer take place at the nearest Regional Social Development Office. Once a person is within the Social Development System, the Social Development files follow him no matter where he moves to in the Province. (If a person moves out of the Province we lose track of him and it would be impossible to gather follow up information.) A Rural Development Office can gather feedback information on an individual by contacting whichever Social Development Office to which his file has moved.

Regarding the total amount of allowable assets which an individual may have, and still apply for Social Development assistance. Mr. Arcand informed the study team that the Social Development regulations allow the Director of Social Development to waive the allowable asset limitations for one year at a time, if there is a potential for rehabilitation in a reasonable time, i.e. a reasonable potential that the person may in the near future not require social assistance. If a Farm Adjustment Committee or a Program Advisor becomes involved in a case where a person feels his only alternative is to

leave in order to qualify for social assistance, it would be advisable to examine the possibility of dispensing with the allowable asset limitation, i.e. if the person is economically forced to seek social assistance but still has the potential to become a viable farmer.

Mr. Arcand informed the study team that in such cases the Department of Social Development usually requires the assessment regarding the persons potential from the District Agriculturist. The Department of Social Development would appreciate this assessment being made by a Regional Committee such as the Farm Adjustment Committee. The following information should be forwarded to the Regional Social Development Office:-

Personal history or case summary, the Farm Adjustment Committee Minutes which deal with the case, the Farm Adjustment Committee recommendation on the case and an assessment by the District Agriculturist regarding the individuals potential as a farmer and at approximately how long social assistance would be required. A resume by the social worker would also help.

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13G. SEQUENCE:- PHYSICAL

In order to qualify for social assistance, an individual must declare his willingness to dispose of his assets, if they are above the maximum limitation but this does not mean that the individual must dispose of his assets at below a fair market price.

If a situation arises where a person definitely needs access to more land to enable him to have a viable economic unit, and no land is available through the local C.D. Farm Adjustment Program, then we should have a means built in to our total Farm Adjustment Program whereby information on available land in other C.D.'s could be transferred between C.D. Offices. This would incorporate greater flexibility into our Farm Adjustment Program.

Data for Personnel Bank once counselling commitment made.

- a) Age
- b) Marital Status
- c) Age of children, if any
- d) Education
- e) Amount of land, Improvements, Value
- f) Reason for selling
- g) Assets and liabilities
- h) Religious affiliation
- i) How did they hear of the program
- j) What other agencies are involved
- k) Have they tried to sell before and if so Privately
or through the Farm Purchase Board.

The first discussion was on a possible Preparation Program and what was meant by it. The basic idea was to give 'Marginal' or 'Hard Core' adjustment cases who are not exposed to opportunities of assistance information regarding the assistance which is available from various Government Departments.

131. SEQUENCE:- MARGINAL

After a discussion, it was decided not to formalize or construct a specific preparation program for marginal farmers prior to contacting an office. It was felt that the present informal method of contacting these people was adequate.

Immediately an application is submitted, it was felt that land should be appraised, this is presently being done in Census Division 15. By altering the sequencing of the present procedure in this manner the Farm Adjustment Committee would have more detailed information regarding land and would therefore be in a better position to make decisions and/or possible recommendations. Information regarding the individual and possible land alternatives would also be presented to the committee.

A meeting had also been held with Mr. Lawson, Mr. Thiessen and Mr. Paquin. Mr. Lawson felt that having appraisals done before the Farm Adjustment Committee Meeting takes place could be very expensive in the long run.

The existing Sales Procedure needs only minor alterations. Example, obtaining indebtedness from the Accounts Branch rather than using Land Files. The present policy of posting land was questioned by the team. Is the posting of land necessary? Why not use the Land Card to inform interested parties regarding lands available rather than the present posting notices? Why not post land open to all forms of disposition rather than specific restriction.

It was recommended that applications that are submitted directly to the Edmonton Office be forwarded immediately to the Farm Adjustment Committee concerned, i.e., in areas where Farm Adjustment Committees are operating, applications should not be accepted in Edmonton. There are various reasons why this method would improve the present system, chief amongst them being:-

- a) Conformity in the handling of applications.
- b) The benefit of the screening by the Farm Adjustment Committee.
- c) The applicant has the benefit of the counselling service offered.

131. SEQUENCE:- PHYSICAL

- d) To ensure that the applicant examines other adjustment alternatives as well as increasing his land holdings.

14. 11. 1944 - 1944.

15A. Processing:-

Defined time period to complete any stage of the processing procedure.

Defined time limit (flexible) on counselling to prompt a decision on applicant.

Queuing lines of processing should be reduced. Someone should be responsible for ensuring that processing of applications is not inhibited by long backlogs or queues.

A question was raised as to Provincial Regulations. Present planning regulations do not allow for the leasing or sub-dividing of a small parcel. Cases where elderly farmers would like to adjust their land holdings but who do not want to be separated from their house have occurred. At the present time we either cannot adjust the land because of the elderly farmers reluctance to be separated from his house or if he does agree to selling all of his holdings there is often increased cost due to moving allowance etc. Mr. Tennant informed the study team that he had contacted Mr. Bill Isbister and found that this could be done by sending in Application to Subdivide forms. In C.D. 12 and 14, the forms should be forwarded to the Director of the Provincial Planning Board (Mr. Noel East). If the application to subdivide is refused an appeal can be made in writing within two weeks of the date of notification.

The Rural Adjustment Program System's job is to know all the possible routes of assistance, fully inform the individual of these alternatives and assist the individual in obtaining the detailed information regarding these alternatives (via arranging counselling with the appropriate specialist).

The following are the file systems which will be used:-

1. Progress Card File.
2. Personal File.
3. Land and Property Card File.
4. Human Inventory Card File.
5. General File (for correspondence, policy statements etc.)

153. Topic: - RURAL ADJUSTMENT

Regarding the Land and Property Card, it was felt that a temporary manual card matching system would be sufficient only for the immediate future. The volume of cards necessary and the cost of operating a manual system would necessitate computerization in the very near future.

The question of follow up, i.e. how far or how long should we keep track of an individual after he has left the Rural Adjustment System, was thoroughly discussed. Under the present system an individual may be transferred from the Farm Adjustment Program into the Education System, into the Vocational Education system, into the Canada Manpower system and then to his employment objective. The present system relies on informal information feedback (follow up) for evaluation and control purposes. There is a need for an agency to systematically provide and collect information from various government agencies regarding individuals who have gone through the Rural Adjustment Program for evaluation, control and feedback to the Rural Adjustment Program. Various alternative methods of doing this were discussed. Mr. Arcand suggested that the Rural Adjustment Program Advisors would most logically be the ones to co-ordinate progress. The information would be of a special nature and most useful to them. By using the progress card, and perhaps form letters, this function could be done with relative ease by either the Regional Rural Development Officers, or perhaps by the Central office.

The study team felt that meetings of all Rural Staff should be held at least annually and preferably semi-annually to discuss any new developments i.e. program expansion, integration or new personnel etc. (to ensure that the program is kept consistent, yet allowing for flexibility to handle problems characteristic to any one particular area).

The question was raised, "How could we best establish communication with these departments?" (i.e. all Departments involved in Rural Adjustment) or, should we have informal contacts in these departments to aid and facilitate feedback? (follow up information for evaluation and control purposes). Mr. Villett suggested that the best way would be for the Regional Offices involved in Farm adjustment to share the Department of Vocational Education and they would co-ordinate entrance and information regarding various Education

13. SEQUENCE:- CONTROL

Programs. The Rural Adjustment counselling role is to offer alternatives and if Education is the alternative chosen then our role is to get the people prepared to the point of being able to undertake some form of Educational Retraining. The Department of Vocational Education will then send a representative to the local area to interview the case(s) and offer specialist counselling. During this period there would be an overlap of counselling, eventually leading up to a smooth transfer to the appropriate department offering the desired adult training. Since the majority of the Rural Adjustment cases require academic upgrading, it was felt that the majority of cases should be transferred to the Department of Vocational Education and then if needed, to the appropriate department involved.

The question was raised, Where is the cut-off point? How far should we take them? We cannot carry them to the grave, at some point a person must stand on his own two feet.

Once the person enters the Education system the cut-off is completed. Information regarding the individual's progress in the Education system will be given to the Rural Adjustment Program system for follow up purposes. It was felt that intervals of six months would be best for this feedback of information from the Education System.

The selling of land should not be a requirement for entering the Education alternative. It may be financially necessary for a person to sell his land in order to enter an Educational Program.

Information regarding an individual, once he has been transferred would continue to be passed back to the Rural Adjustment Program until he has obtained his first job or until he has successfully completed his education. Mr. Villett mentioned that people from rural areas often will drop out of an Education Program only to enter at some later date.

Students from Ft. McMurray, for example, will have sometimes dropped out up to three times only to re-enter on succeeding occasions. The cause could be attributed to the difficulty of adjusting to a new environment. This may strongly point to a need for the social worker to work with the whole family. We must also be careful not to double count the drop out rates.

150. SUMMARY:-

The Progress Card should not be destroyed or the individual forgotten or classified as a failure simply because he has dropped out of the Educational system. The progress card would serve as a check to see if we do in fact have a failure and to check to ensure that the individual was not forgotten after a transfer.

Information from the Education System regarding any individual who is now in the Education System and who entered via the Rural Adjustment System can be placed on the progress card and personal file. In this manner, information will be available to the Rural Adjustment System for evaluation and control purposes.

Mr. Tannant and Mr. Parsons reported on their meeting with Mr. Swimmer of Canada Manpower regarding transfer of information for follow up purposes.

16. SEQUENCE:- STATE

There are a number of agencies involved in the Farm Adjustment Program and maybe we should be looking towards joint planning. Amalgamation of principles.

Perhaps F.C.C., Farm Purchase Boards, Special Area Boards etc., could be amalgamated together with the Farm Adjustment Program as all are concerned with Farm Adjustment in its true sense.

In the future, if funds are available or if the demand for adjustment from those marginal farmers who are already exposed to opportunities of assistance declines, it may be necessary to institute a more formal preparation program for the above purpose. If instituted, a more formal preparation program would have to be designed on common principles but taking into consideration the social individuality of each area.

17. ENVIRONMENT:- PHYSICAL

Minimum disturbance to commercial practices.

Rate of spending could affect Market for land i.e., Commercial Sector.

The Program will have an affect on Marketing and Production.

Formal contact on an informal basis.

Not giving but helping - for example, grants.

We must bring more of the human element into the program.

There appears to be a need for counsellors who will guide the applicant in whatever is best for him. Belief that everyone has some ability.

Exposure often brings out latent ability.

18. ENVIRONMENT:- RATE

19. RECOMMENDATIONS:-

The study team felt that meetings of all Rural Staff should be held at least annually and preferably semi-annually to discuss any new developments i.e. program expansion, integration of new personnel etc. (to ensure that the program is kept consistent, yet allowing for flexibility to handle problems characteristic to any one particular area).

20. ENVIRONMENT :- STATE

21. PHYSICAL CATALYSTS:- PHYSICAL

Interest of the individual is governed by the low interest of the loan.

Give interest by giving cheques instead of vouchers, i.e. charge the true market rate of interest on all loans and then give grants rather than vouchers to fill in the difference.

The price of a Cultivation Permit is \$2.00 for everyone, should the rate be flexible - varying rates recommended, based on need and lands present productive value.

Outright grants rather than lowered interest rates on loans would be better. The person would be motivated to adjust far more by an outright grant than by unseen financial aid.

What sources of funds are available for the Education Alternatives?

Canada Manpower Commission - Tuition and allowances

Joint - Manpower - Tuition, Provincial - allowances

Provincial - Tuition and allowances

A.R.D.A. - 50% Provincial, 50% Federal

Alberta Newstart - Federal

Rehabilitation - 50% Provincial, 50% Federal

Various funding problems for Education were mentioned. These are:

Shortage of relocation funds

Shortage of housing

Shortage of Medical Funds

Shortage of Dental Funds

Due to a lack of funds, there is a long waiting list of people on Welfare that desire upgrading and retraining. Often there is a long waiting time before beginning upgrading and retraining and this results in decreased motivation to the point that often it is too late to attempt to start retraining.

These problems can only be solved by additional funds.

Social Development does not regard itself as a source of funds for the Education Alternative. It only provides supplementary funds to aid individuals entering the Education Alternative and only as a last resource.

22. PHYSICAL CATALYSIS:- PAGE

23. PHYSICAL CATALYSTS:- CONTROL

The question was raised: Would the Farm Adjustment Committee be able to operate without funds?

- a) This would mean being restricted to Crown Land.
- b) It might be possible to handle limited exchanges.
- c) It would mean a closer involvement with the F.C.C. and Farm Purchase Board. Under present regulations this would mean that the applicant is operating an economic farm unit.

The study team felt that meetings of all Rural Staff should be held at least annually and preferably semi-annually to discuss any new developments i.e. program expansion, integration of new personnel etc. (to ensure that the program is kept consistent, yet allowing for flexibility to handle problems characteristic to any one particular area).

24. PHYSICAL INVENTORY:- STATE

Computerized Land and Property Inventory.

Computerized Human Inventory.

25. HUMAN AGENTS:- PHYSICAL

District Agriculturist
Counsellor
"Chaser"
Appraiser

Giving the staff members incentive by creating interest in the Program through attendance at Farm Adjustment Committee meetings.

A Prime Counsellor, possibly the first counsellor who sees the individual could follow the applicant from the beginning to the end of any system. He could refer the applicant from one counsellor to another and ensure that he does receive aid and counselling to solve his need. It was felt the same counsellor could NOT follow all applicants so more than one counsellor would be needed. If done on an adequate scale, the cost of hiring and retaining counsellors could be prohibitive, therefore the concept of a "chaser" was developed.

There is an abstractness to any processing system in which people are processed. It was felt that Edmonton personnel were too far removed from the problems of the individuals entering the program. If administrative and clerical personnel were directly exposed to individual cases, then a stronger association between their actual job and the purpose for doing the job would occur. It was felt that this would significantly reduce processing time. Recommendations made to have more staff members attend the Farm Adjustment Committee meetings. Not enough understanding and it was felt the only solution would be for the Ministers and Deputy Ministers from the Departments of Agriculture, Municipal Affairs and Lands and Forests to attend, along with clerks who are involved with the work of the Program, to have direct contact with the Farm Adjustment Committee.

The "chaser" should be a person (not necessarily a civil servant) who would be responsible for following a person who enters the system. He could follow the person on paper and make sure that progress is continually being made toward the completion of each application.

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25a. HUMAN ASPECTS:- PHYSICAL

If the Ministers and Deputy Ministers were to attend the Farm Adjustment Committee meetings, it was felt that there would be constraint on the Farm Adjustment Committee members and staff - this constraint must be eliminated - vested interests could be a constraint to changing any system.

The question was raised: Is the Farm Adjustment Committee essential to the program or could the one person act as a counsellor and consultant for the applicant? It was decided that a single decision was not feasible and that it was necessary to have the Farm Adjustment Committee decision. For example, in some cases where the applicant has made his decision to sell, the counsellor cannot persuade him that his decision may be wrong, and to examine alternatives. By going before the Farm Adjustment Committee, he is more likely to be guided by and accept their group decision.

26. HUMAN AGENTS:- RATE

This is where the chaser previously recommended is needed to keep the time element of the process consistent.

27. HUMAN AGENTS:- CONTROL

Quality of the process - Human element first. Utilize and retain quality of staff members.

The study team felt that meetings of all Rural Staff should be held at least annually and preferably semi-annually to discuss any new developments i.e., program expansion, integration of new personnel etc. (to ensure that the program is kept consistent, yet allowing for flexibility to handle problems characteristic to any one particular area).

28. HUMAN AGENTS:- STATE

